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27 November 1953

MEMORANDUM FOR: The Assistant Director for Communications

FROM: Chief, Management Training Division, OTR

SUBJECT: First Follow-up Meetings, Human Resources Program, OC

1. The first follow-up meeting for each of the four groups of supervisors in the Human Resources Program in OC was conducted on 13, 21, or 29 October, or 19 November. Copies of THE POWER OF PEOPLE by Charles P. Mc Cormick were distributed in advance of each meeting. The discussions were focused upon the application of the ideas in THE POWER OF PEOPLE to the management process in a Government agency.

2. In each of the follow-up meetings, the basic question soon became: "Is there need in the Office of Communications for a junior board of supervisors, selected from below the level of Division Chief, to transmit suggestions to the top staff regarding the improvement of management within the Office ?"

3. As I hope I was able to make clear in each meeting, this little book, THE POWER OF PEOPLE, was selected for use quite as much for its dynamic approach to the whole field of management as for the specifics of multiple management at The McCormick Company. I tried to prevent these meetings from concentrating solely on the mechanics of setting up and operating junior boards.

4. My summary of the four meetings would be -

a. There was very evident interest in the possibility of developing constructive representation from below the Division Chief level, and across the board for the Office, in working on practical suggestions to achieve more efficient operations through improved management.

b. It was felt that the initiative for setting up such a junior supervisory group would have to come from your office and be assured of your support.

c. It was the preponderant opinion that the job to be done by such a junior board is not being done now, and that the normal staff meeting channels are too cumbersome for a built-in suggestion procedure of this kind to work effectively.

d. At the times of conducting these follow-up meetings, I was concentrating on getting the general opinion of each group, I was not alert to spotting individuals who might be particularly interested in pursuing the idea of a junior management group further.

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In response to your request that I suggest some of the people who seemed to be interested in further thinking through the possibilities of a junior management board in OC, I list the following. I regret that my memory is not completely clear in matching names with contributions to the group discussions.

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5. I would suggest that you call the above people together to explore the following:

a. As a result of the first follow-up meetings for the four groups of supervisors in the H. R. Program in OC, does there appear to be a real need for a junior supervisory group to serve as a continuing suggestion group to the senior staff on improving management ?

b. What would be the specific adaptations of such an idea to OC, in terms of - specific mission, size of the group, times of meeting, rotation of membership, etc. ?

6. As a result of such a discussion, I believe that you and they would readily determine if the idea of a junior supervisory group were functional to the improvement of management in OC, and the steps that would need to be taken to bring such a group into being.

7. I shall be happy to discuss this in as much detail and with any individuals or groups that you may wish. It seems to me that the general idea of junior executive boards is a good one and could be very valuable in strengthening the management processes in CIA, but I am sure that any application must be worked out very carefully in terms of the specific requirements of each Office.

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cc: Director of Training

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